



Fund

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WORKING DOCUMENT

*IEA 2014 Activity Report, Budget,
and survey results*

Submitted by:
*Independent Evaluation Arrangement
(IEA)*

IEA 2014 Activity Report, Budget, and survey results

IEA 2014 report on activities

2014 was the first full year of IEA activities, and included an ambitious work plan and set of activities, with a main focus on initiating and conducting CRP evaluations. Notable achievements and progress in these areas include:

- Completion of the first CRP evaluation, Forests Trees and Agroforestry (FTA) with CRP management fully accepting 10 recommendations, and partially accepting the other two (with some changes implemented immediately). Report findings and recommendations were presented to during a post FC workshop in November 2014.
- Completion of CRP Governance and Management Review, which provided strategic information for refinement of governance and management mechanisms across CRPs. Review recommendations accepted by Fund Council and CGIAR Board members, and reflected in current 2nd call guidance for CRP proposals.
- Completion of Generation Challenge Program review, with all the final recommendations being accepted by the program management and governance
- Initiation and conduct of nine CRP evaluations: PIM, AAS, Maize, Wheat, CCAFS, L&F, RTB, WLE and GRiSP
- Strengthening evaluation across CGIAR by revising and finalizing CGIAR Standards for Independent Evaluations in CGIAR, and completion of five guidance notes for independent evaluations for use and implementation by evaluators.
- Held an annual knowledge sharing and training event for CGIAR evaluation focal points
- Five CRP commissioned evaluations underway with IEA providing quality assurance support

The output report below provides more detailed information on each area of activity, and the major outputs and progress. Due to the significant progress achieved in 2014, IEA is scheduled to finalize and disseminate nine CRP evaluation reports by the end of 2015.

Survey results: IEA performance

As 2014 was the first year of activity for IEA, a performance survey (conducted by all system entities) was conducted to receive feedback. Survey results indicate that IEA is performing very well in all areas, with an overall rating of 3.15 on IEA performance (scale from 1-4), and familiarity with IEA's work and mission overall response was 3.54. Other results indicate:

- Organizational independence was marked very high across all categories (3.43)
- Overall satisfaction with IEA communications (website, workshops and presentations) was marked above average (3.0)
- In regards support to evaluations not conducted by IEA (ie Center and or CRP commissioned), Center Directors and CRP Leaders rated IEA's performance at 3.5 and 3.14 respectively

IEA has provided further survey information as they relate to outputs in the table below. In addition, Annex 1 of the report includes overall summary of survey results.

IEA 2014 Output Report

2014 IEA Components	2014 Key activities/deliverables	2014 Outputs	Traffic Light	Survey results Overall (scale 1: very dissatisfied -4: very satisfied)	Survey results FC members
				Overall satisfaction of IEA performance 3.15	FC member satisfaction with IEA performance: 3.29
Completion of evaluations and reviews					
FTA evaluation	Dissemination of final evaluation report and communications	Final report circulated to managers, stakeholders, and partners (June 2014)	Completed		
	Ensure responses to evaluation report are considered by CRP decision-makers by coordinating with CRP for CRP management response	CRP management response received in September 2014 fully accepting 10 and partially accepting 2 of the 12 recommendations	Completed		
	Ensure responses to evaluation report are considered by Consortium decision-makers by coordinating with Consortium to finalize response	Consortium response not completed within scheduled timeline - draft shared at FC12	Received final response in December 2014		
	Finalization of report and FC consideration	workshop on findings, recommendations and lessons from FTA evaluation at FC12	Completed	Overall satisfaction with evaluation reports, dissemination and results 2.89	FC members satisfaction with evaluation reports, dissemination and results : 2.93
CRP Governance and Management Review	Final analysis based on feedback and comments from CRP management and stakeholder consultation, and finalization of findings and recommendations	Final report drafted and disseminated (February 2014)	Completed		

	Ensure responses to evaluation report are considered by decision-makers by coordinating with Consortium office and Board on official response to review	Consortium response finalized in March 2014	Completed		
	Dissemination of report and communications	Hold meetings and webinars with CRP leaders, EIAC members, and Consortium. Formally considered at FC12 meeting by members	Completed	Overall satisfaction with evaluation reports, dissemination and results 2.89	FC members satisfaction with evaluation reports, dissemination and results : 2.93
Generation Challenge Program Review (funded by EU)	Final analysis based on feedback and comments, and finalization of findings and recommendations	Final Report completed (March 2014)	Completed		
	Ensure responses to evaluation report are considered by decision-makers	Management response finalized April 2014 and published online	Completed		
	Dissemination of report and communications	Workshop coordinated with EU representative on lessons learned from Generation Challenge Program (held post FC12 meeting)	Completed	Overall satisfaction with evaluation reports, dissemination and results 2.89	FC members satisfaction with evaluation reports, dissemination and results : 2.93
Initiate and conduct nine CRP evaluations					
Conduct evaluation of WHEAT	Preparatory work: draft profiles of team members and identify candidates, recruit team leader, select and recruit team members	Interviews with scientific and evaluation experts, TORs drafted for team leader and members, contracts signed	completed in February 2014, evaluation to be completed early 2015	Overall satisfaction of independence and avoidance of conflict of interest: 3.26	FC member satisfaction of independence and avoidance of conflict of interest: 3.36
	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online	completed in February 2014		

	Inception phase: evaluation team and IEA inception meeting to collectively design evaluation and draft inception report detailing design, approach, and method for evaluation	Inception report finalized and shared with CRP management and stakeholders	completed in October 2014	Overall satisfaction with process of conducting evaluations= 3.06	Satisfaction with process of ongoing evaluation: 3.29
	Conduct of evaluation: field missions, surveys, interviews, CRP data collection and analysis	Field visits to CRP Lead Center and selected sites. Survey of CRP management, scientists, partners	completed in November 2014		
	Further analysis of collected data and information	draft sections of report	initiated in December 2014		
Conduct evaluation of Maize	Preparatory work: draft profiles of team members and identify candidates, recruit team leader, select and recruit team members	Interviews with scientific and evaluation experts, TORs drafted for TL and members, contracts signed	completed in January 2014	Overall satisfaction of independence and avoidance of conflict of interest: 3.26	FC member satisfaction of independence and avoidance of conflict of interest: 3.36
	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online	completed in February 2014		
	Inception phase: evaluation team and IEA inception meeting to collectively design evaluation and draft inception report detailing design, approach, and method for evaluation	Inception report finalized and shared with CRP management and stakeholders	completed in October 2014 and published online	Overall satisfaction of independence and avoidance of conflict of interest: 3.26	FC member satisfaction of independence and avoidance of conflict of interest: 3.36
	Conduct of evaluation (inquiry phase): field missions, surveys, interviews, CRP data collection and analysis	Field visits to CRP Lead Center and selected sites. Survey of CRP management, scientists, partners	completed in November 2014	Overall satisfaction with process of conducting evaluations= 3.06	Satisfaction with process of ongoing evaluation: 3.29
	Compilation of data and preliminary analysis	Presentation of preliminary findings to management	completed in November 2014		
	Further analysis of collected data and	draft sections of report	Being finalized		

	information				
Conduct evaluation of PIM	Preparatory work: draft profiles of team members and identify candidates, recruit team leader, select and recruit team members	Interviews with scientific and evaluation experts, TORs drafted for TL and members, contracts signed	completed in February 2014	Overall satisfaction of independence and avoidance of conflict of interest: 3.26	FC member satisfaction of independence and avoidance of conflict of interest: 3.36
	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online	completed in Jan 2014		
	Inception phase: evaluation team and IEA inception meeting to collectively design evaluation and draft inception report detailing design, approach, and method for evaluation	Inception report finalized and shared with CRP management and stakeholders	completed in August 2014 and published online	Overall satisfaction with process of conducting evaluations= 3.06	Satisfaction with process of ongoing evaluation: 3.29
	Conduct of evaluation (inquiry phase): field missions, surveys, interviews, CRP data collection and analysis	Field visits to CRP Lead Center and selected sites. Survey of CRP management, scientists, partners	Inquiry phase, including survey, completed in December 2014		
	Further analysis of collected data and information	draft sections of report	Being finalized		
Conduct evaluation of AAS	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online	Completed		
	Preparatory work: draft profiles of team members and identify candidates, recruit team leader, select and recruit team members	Interviews with scientific and evaluation experts, TORs drafted for TL and members, contracts signed (completed February 2014)	Completed	Overall satisfaction of independence and avoidance of conflict of interest: 3.26	FC member satisfaction of independence and avoidance of conflict of interest: 3.36
	Inception phase: evaluation team and IEA inception meeting to collectively design evaluation and draft inception report detailing design, approach, and method for evaluation	Inception report finalized and shared with CRP management and stakeholders (published online September 2014)	Completed	Overall satisfaction with process of conducting evaluations= 3.06	Satisfaction with process of ongoing evaluation: 3.29

	Conduct of evaluation: field missions, surveys, interviews, CRP data collection and analysis	Field visits to CRP Lead Center and selected sites. Survey of CRP management, scientists, partners (Completed November 2014)	Completed		
	Further analysis of collected data and information	draft sections of report in preparation for preliminary findings discussion	Completed		
Conduct evaluation of Livestock and Fish	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online (October 2014)	Completed		
	Preparatory work: draft profiles of team members and identify candidates, recruit team leader, select and recruit team members	Team leader selected and team member profiles drafted, initial review of team selection process	Completed	Overall satisfaction of independence and avoidance of conflict of interest: 3.26	FC member satisfaction of independence and avoidance of conflict of interest: 3.36
Conduct evaluation of Roots Tubers and Bananas	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online (October 2014)	Completed		
	Preparatory work: draft profiles of team members and identify candidates, recruit team leader, select and recruit team members	Team leader selected and team member profiles drafted, initial review of team selection process (December 2014)	Completed	Overall satisfaction of independence and avoidance of conflict of interest: 3.26	FC member satisfaction of independence and avoidance of conflict of interest: 3.36
Conduct evaluation of Water Land and Ecosystems	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online (October 2014)	Completed		
	Preparatory work: draft profiles of team members and identify candidates, recruit	Team leader selected and team member	Completed	Overall satisfaction of independence and	FC member satisfaction of

	team leader, select and recruit team members	profiles drafted, initial review of team selection process (December 2014)		avoidance of conflict of interest: 3.26	independence and avoidance of conflict of interest: 3.36
	Preparatory work: participate in Science Week at WLE to discuss initial framework of evaluation with WLE Scientists during Science Week	Mission report and background notes to for inception report	Completed December 2014		
Conduct evaluation of GRISP	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online (October 2014)	Completed		
	Preparatory work: draft profiles of team members and identify candidates, recruit team leader, select and recruit team members	Team leader selected and team member profiles drafted	Completed	Overall satisfaction of independence and avoidance of conflict of interest: 3.26	FC member satisfaction of independence and avoidance of conflict of interest: 3.36
	Preparatory work: participate in Science Week at GRISP to discuss initial framework of evaluation with GRISP Scientists during Science Week	Mission report and background notes to for inception report (Completed December 2014)	Completed		
Conduct evaluation of CCAFS	Preparatory work: initial design of evaluation, including scope, methodology	TORs for evaluation drafted, shared with stakeholders and online (Completed October 2014)	Completed		
	Preparatory work: draft profiles of team members and identify candidates, recruit team leader, select and recruit team members	Team leader selected and team member profiles drafted (completed December 2014)	Completed		
Strengthening Evaluations across CGIAR					

Strengthen and provide guidance on independent evaluations in CGIAR	Formalize and set process for review and consideration of final CRP evaluation reports, adhering to Policy and CGIAR governance	Guidance for finalization of CRP evaluations: process, roles, & timelines. Endorsed by FC members at FC12	Completed	overall satisfaction with contributions to system-wide strategic discussions and contributions: 2.85	FC members satisfaction with contributions to system-wide strategic discussions and contributions: 3.29
	Finalize development of guidance notes for independent external evaluations in CGIAR, for CRP and IEA implementations	Five Guidance Notes finalized and reviewed by Evaluation community of practice members and published online	Completed	Overall satisfaction to supporting decentralized evaluations (and ECOP): 2.78	FC members satisfaction with supporting decentralized evaluations (and ECOP): 2.86
	Develop mechanisms to ensure high caliber scientific and subject matter experts for evaluations	Roster developed and refined, with institutional data from ISPC incorporated	Completed		
	Develop IEA methodology for analysis of research and science quality in CGIAR	Draft document and paper on methodology	Ongoing		
Evaluation Community of Practice	Develop session for community of practice of evaluation focal points for knowledge sharing and learning	Annual meeting held with knowledge sharing sessions (September 2014)	Completed	Overall satisfaction to supporting decentralized evaluations (and ECOP): 2.78	FC members satisfaction with supporting decentralized evaluations (and ECOP): 2.86
	Train evaluation focal points on issues related to evaluating complex programs	Annual training held for community of practice members, with representation from 14 CRPs and 13 Centers (20 members)	Completed		
Coordinating Evaluation Plans	Coordination with Livestock and Fish on the conduct of the CRP Commissioned evaluation - review, feedback and consultation	Livestock and Fish CRP Commissioned evaluation on time and completed by CRP L&F,	Completed	Overall satisfaction to supporting decentralized evaluations (and ECOP): 2.78	FC members satisfaction with supporting decentralized

		and coordinated with IEA			evaluations (and ECOP): 2.86
	Coordination and consultation with CRP WLE on evaluation plans for CRP	Revisions for WLE evaluation plan with IEA input	Completed		
Support to 5 CRPs in evaluating programs	Draft guidelines and scope for review and validation studies for five CRPS	Framework and scope developed and discussed with CRP leaders in workshop - with request for change in scope (April 2014)	Completed	Overall satisfaction to supporting decentralized evaluations (and ECOP): 2.78	FC members satisfaction with supporting decentralized evaluations (and ECOP): 2.86
	Redraft scope and methodology for five CRPs into CRP commissioned evaluations with QA support from IEA	TOR for QA support and validation to CRP commissioned evaluation, hold initial meeting for CRP Leaders and focal points (July 2014)	Completed		
	Provide support in drafting TORs for five CRPs and assistance in preparatory work for CRP commissioned evaluations	TORs drafted and quality assurance checked by IEA for 3 CRPs	Change of scope to CRP commissioned evaluations involves varying degrees of support from IEA in completing the exercise - ongoing	Overall satisfaction to supporting decentralized evaluations (and ECOP): 2.78	FC members satisfaction with supporting decentralized evaluations (and ECOP): 2.86
Communication and liaison	Develop website to communicate evaluation updates, results and provide latest reports on evaluations	Website updated and improved to allow easy access to information	Ongoing	Overall satisfaction with communication: 3	FC members overall satisfaction with communications: 3.75
	Coordinate with donors on evaluation plans	Joint planning meetings with EU representative on evaluations for CGIAR	Completed		

		Contribution as member of steering committee of evaluation of IFAD grants to CGIAR	Completed		
	Liaison and represent CGIAR in international organizations and conferences and raise profile of CGIAR in promoting accountability and learning	Liaison with Rome based UN food and agriculture agencies on gender and evaluation - develop training and networking of evaluators across agencies. Training of evaluating gender held in July 2014	Completed		
		Panel member for peer review of GEF/IOE evaluation function. GEF peer review report completed in May 2014	Completed		
	Liaison with Rome based UN food and agriculture agencies (IFAD, FAO, WFP) for increased cooperation and coordination	Concept note drafted for public seminar to examine evaluability of sustainable development goals (SDG2)	Completed		
	Raise profile of CGIAR in promoting accountability and learning	Participation and presentation in the European Evaluation Society on accountability framework for research (September 2014)	Completed		
The Quality Assurance System	Develop a quality system for ensuring high quality evaluation reports	Quality assurance system developed with peer reviews of evaluation outputs at draft stages (inception and report)	Completed		

Expense Item	Budget 2014	Expenditure 2014	Balance	Balance / Budget	Costs/ Total
IEA activities					
1. Support to Evaluations	1,750,000	1,473,505	276,495	16%	
2. Strengthening evaluation across the CGIAR - ECOP workshop - Support to decentralized Evaluation	120,000	169,798			
3. Quality Assurance System	30,000	33,558			
4. Other activities	15,000	21,285			
Sub-Total	1,915,000	1,698,146	216,854	11%	65%
Personnel inputs			-		
Professional	498,000	555,127			
Administrative Support	110,000	101,988			
IEA Consultants (Evaluation analysts)	145,000	135,238			
Total FTE	753,000	792,352	- 39,352		30%
Travel	70,000	119,931	- 49,931		
Operating Expenses	20,000	11,034	8,966		
Overhead charges			-		
Sub-Total	90,000	130,964	- 40,964	-46%	5%
TOTAL	2,758,000	2,621,463			
Balance		136,537			

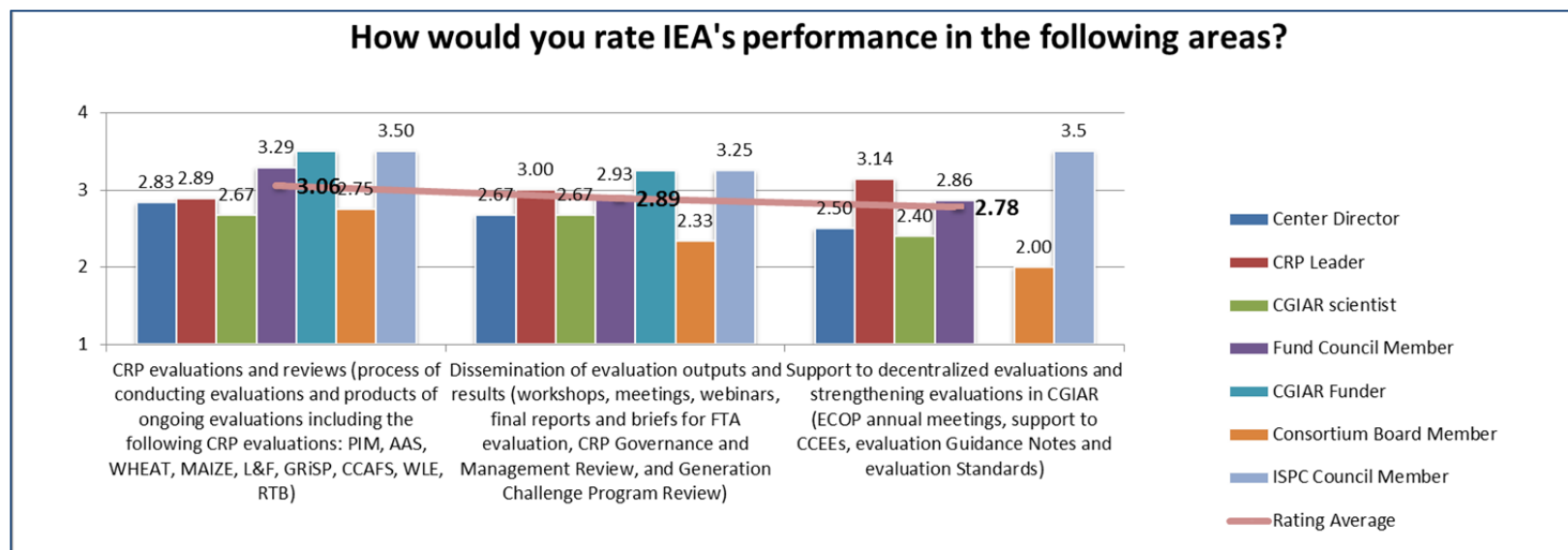
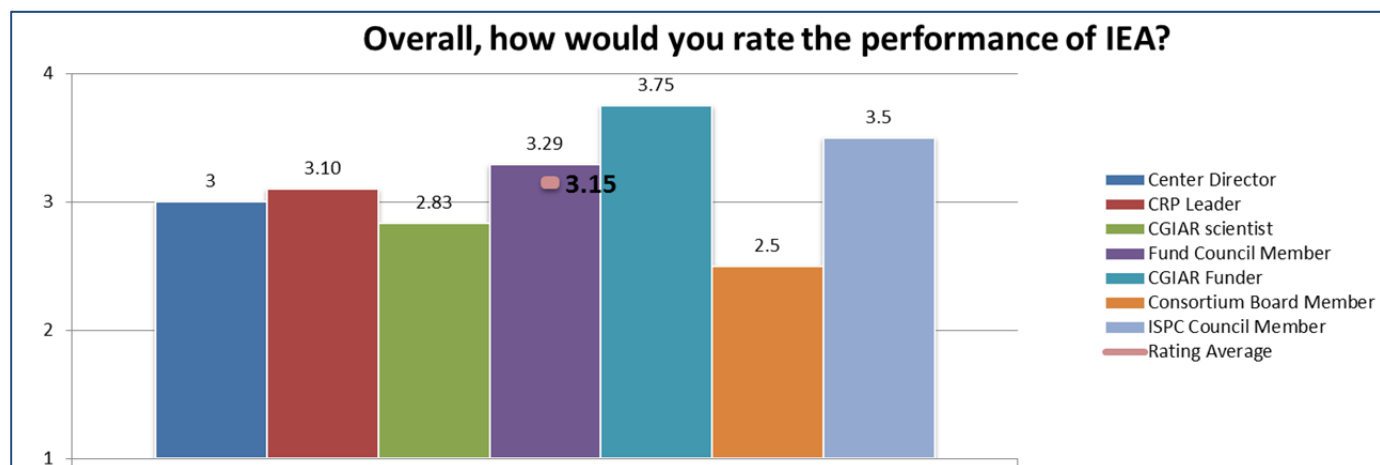
Budget Notes:

-Expenditure for evaluation in 2014 11% less than budgeted, due to evaluation plans revision and finalization.

-Additional travel by IEA staff to attend inception meetings, and for IEA Head to participate in various system-level meetings and workshops

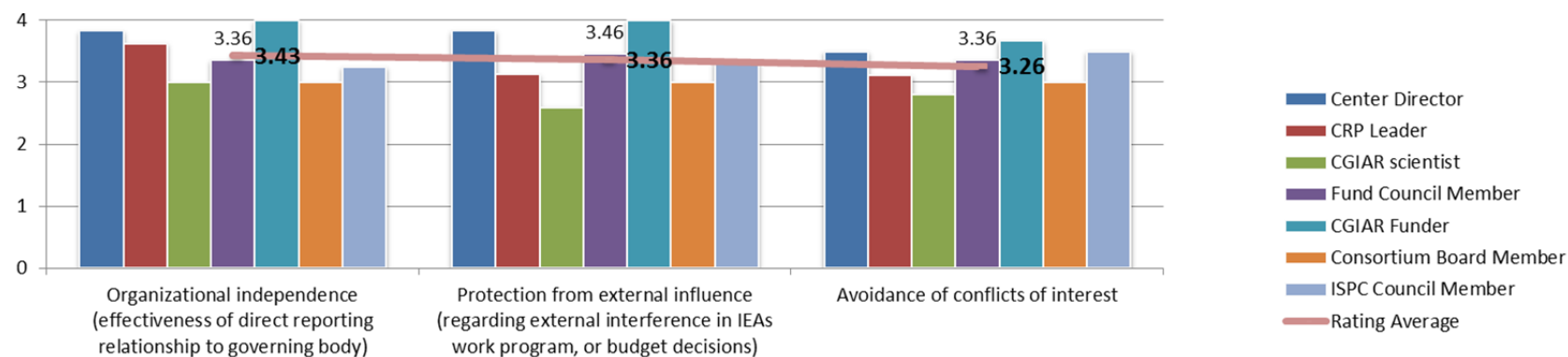
-Evaluation activities remain 65% of total budget

Annex 1: Summary of Survey results¹



¹ Survey completed in March 2014 with 63 respondents. Comparison across respondent categories does not include "Other", for which 6 respondent selected

How would you rate IEA's independence based on the following criteria?



How satisfied are you with IEA communications in the following areas?

